

Caldwell County Health Department
Strategic Plan 2018-2021

Caldwell County Health Department Strategic Plan 2018 - 2021



CALDWELL COUNTY
North Carolina



HEALTH DEPARTMENT

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Mission Statement

“To Promote, Protect and Improve the Health of Our Community”

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This document reflects the focus areas of the Caldwell County Health Department during the next three-year period (2018-2021).

The Caldwell County Health Department is committed to following the Community Health Assessment Action Plan in an effort to fulfill our mission “to promote, protect and improve the health of our community.”

The Caldwell County Health Department Management Team, along with the Caldwell County Board of Health, strives to meet the following Guiding Principles:

- The Caldwell County Health Department will collaborate with partners to develop programs that meet the public health needs of the community, prevent disease, improve health and assure public safety.
- The Caldwell County Health Department will be the voice for the people served by its programs and will educate elected and appointed officials on the public health needs of the county in order to allocate appropriate resources to meet those needs.
- The Caldwell County Health Department will be trusted by the community as the leader in public health and the voice for public health needs.
- The Caldwell County Health Department will develop and strengthen partnerships that promote public health leadership and assures a quality, skilled workforce at the agency that is committed to lifelong careers in public health.
- The Caldwell County Health Department will lead the community in understanding the relationship between lifestyle and personal health in order to prevent chronic disease.

Strategic Goals

- To generate more funding and build capacity to improve health department services and achieve program requirements/mandates
- To communicate and integrate more efficiently with our partners on public health issues to improve the quality and effectiveness of services in Caldwell County

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A Strategic Planning session was held in October 2018 with the agency’s Management Team and Dr. Stephen Orton. A SWOT Analysis was conducted at that time and the Management Team met in November 2018 to discuss the development of the Strategic Plan.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • QI Culture • Efficiency • Leadership, longevity and team • Customer Service • Prepared cross-team communication • Integrated partnerships 	<ul style="list-style-type: none"> • Competitive Salaries • Stable staffing • Staff intrinsically motivated • Our role more clear • More connected with folks in the county • Fill the gaps • Work upstream • More grants 	<ul style="list-style-type: none"> • Accomplish ROI • Medicaid Reform • Case Management • Mobile Services • Use of apps • Increase access to services and improves our image • Offer after hours clinic • Community Engagement • Chamber of Health • Increase transportation with Greenway • Mentor Program • Partnership with Nursing School- ASU, LR, Lees McRae • Management Training 	<ul style="list-style-type: none"> • Funding cuts • Medicaid Reform • Legislative changes • Staffing coverage • Decrease of resources or stagnant • Transportation • Government distrust • Retirements • Online Public Health research • Misinformation • Decrease grants

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The Strategic Goals and Priorities of the Caldwell County Health Department were developed by the Management Team at the Strategic Planning Meeting in October 2018.

Strategic Goals

1. To improve the efficiency and capacity of our staff.
2. To serve more clients, including outreach in the community.
3. To position Caldwell County Health Department to succeed with Medicaid Transformation.
4. To explore and address health impacts of jobs, housing, food and transportation.

Strategic Goals:

Caldwell County Health Department’s Strategic Goals and Objectives/Action Items were developed by the Management Team and other staff members in October and November 2018 during strategic planning sessions.

Strategic Goal 1: To improve the efficiency and capacity of our staff.

Objective/Activity	Person(s) Responsible	Target Date
Supervisor Training required for all management team members	Health Director/Management Team/ County HR as partner	6 months
Develop a coaching program for all staff.	Management Team	1 year- 3yrs
Evaluate the HR hiring process.	County HR/Health Director/Admin	6 months-1 year

Additional information to consider to reach this goal: staff recognition and appreciation, improved salary competitiveness, frequent feedback and communication among staff, employee incentives, less micromanagement, focus on hiring process, capitalize on strengths in millennials.

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Strategic Goal 2: To serve more clients, including outreach in the community.

Objective/Activity	Person(s) Responsible	Target Date
Develop focus groups within the community to identify ways to serve more clients.	Health Education Dept	6 months
Continue marketing for the Health Department through social media, billboards, radio, and etc.	Health Director/Assistant Director/Community Engagement	ongoing
Increase Appointment Availability by opening an after-hours clinic	Community Engagement	1-3 year

Additional information to consider to reach this goal: increasing social media presence, getting out into the community more, promoting the wide-scope of services we offer, being mindful of scheduling, consider transportation options, offer “urgent care” type hours/structure, increase walk-in appointments, offer an employee clinic, become fully staffed, virtual health, participate in festivals/health fairs, start a volunteer program, separate provider just for walk-ins, open schedule, reward system for not missing appointments, have someone from RHA in the cool-down room to coordinate appointments for behavioral health.

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Strategic Goal 3: To position Caldwell County Health Department to succeed with Medicaid Transformation.

Objective/Activity	Person(s) Responsible	Target Date
To provide innovative practices with case management	Clinic/Admin	3 years
Increase knowledge	Medicaid Transformation Leader/Team	ongoing
Strengthen community partnerships	Clinic/ Management team/CCPN	ongoing

Additional information to consider to reach this goal: N/A

Strategic Goal 4: To explore and address health impacts of jobs, housing, food and transportation.

Objective/Activity	Person(s) Responsible	Target Date
Provide Trauma and Resiliency training	Vaya/DSS/ Management Team	3 years
Improve community partnerships.	CCHD Staff	ongoing
Identify health department staff to participate in planning board discussions related to identify needs of our clients and our community.	Health Education	3 years

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Identifying needs of our community and patients.	All staff/Management Team	ongoing
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Additional information to consider to reach this goal: pay for ubers for those who have transportation issues.

Ten Essential Public Health Services

The following overview of Public Health Services is taken directly from CDC and can be found at: <http://www.cdc.gov/nphpsp/essentialservices.html>.

Public health systems are commonly defined as “all public, private, and voluntary entities that contribute to the delivery of essential public health services within a jurisdiction.” This concept ensures that all entities’ contributions to the health and well-being of the community or state are recognized in assessing the provision of public health services.

The public health system includes:

- Public health agencies at state and local levels
- Healthcare providers
- Public safety agencies
- Human service and charity organizations
- Education and youth development organizations
- Recreation and arts-related organizations
- Economic and philanthropic organizations
- Environmental agencies and organizations

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The 10 Essential Public Health Services describe the public health activities that all communities should undertake and serve as the framework for the National Public Health Performance Standards (NPHPS) instruments. Public health systems should:

1. Monitor health status to identify and solve community health problems.
2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships and action to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed public health services and assure the provision of health care when otherwise unavailable
8. Assure competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.

Community Health Assessment and State of the County Health Report

The North Carolina Division of Public Health requires local health departments to conduct a comprehensive Community Health Assessment (CHA) every three years. In Caldwell County, the most recent CHA was conducted in 2017. Based on findings from the CHA, the following health priorities were identified in Caldwell County:

- Preventative Care
- Substance Misuse
- Mental Health

During the interim three years, local health departments are responsible for issuing an annual report, known as the State of the County Health (SOTCH) Report. Caldwell County completed the last SOTCH Report in 2016 and will complete the next one in 2018. This report provides an annual review of the health of the community, tracks progress in addressing priority health issues by comparing state and local data, and identifies new initiatives and emerging issues that affect the health status of county residents.

Both the CHA and SOTCH Report can be found on-line at www.caldwellcountync.org

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Caldwell County at a Glance:

Demographics	Caldwell County	North Carolina
Population, 2017	81,981	10,273,419
White, 2017 (a)	92%	70.8%
Black or African American, 2017 (a)	4.9%	22.2%
American Indian/Alaska Native, 2017 (a)	0.6%	1.6%
Asian, 2017 (a)	0.7%	3.1%
Native American/Other Pacific Islander, 2017 (a)	0.1%	0.1%
Two or more races, 2017	1.7%	2.2%
Hispanic/Latino, 2017 (b)	5.5%	9.5%
Persons living in poverty, 2016	17.1%	14.7%
Median household income, 2016	\$37,118	\$48,256
Unemployment rate	3.5%	4.2%

Source: US Census Bureau, 2017 a)Includes persons reporting only one race b)Hispanics may be of any race, so also are included in applicable race categories

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Health Department Programs and Services:

Caldwell County Health Department offers a variety of services, including screening, diagnosis, treatment of health problems and conditions, preventive services, and community health services. We provide quality health services to the individual, family, and community, regardless of race, age, disability, sex, religion, or income. In order to serve the community, our staff includes:

- Physicians & physician extenders
- Public health nurses
- Community health educators
- Dentists and dental assistants
- Nutritionists
- Breastfeeding educators, peer counselor, & lactation consultant
- Social workers
- Lab technicians
- Environmental health specialists
- Animal control officers and shelter attendants

Health Education:

Health Education and Promotion provides community outreach services in the area of wellness and prevention, with a specific focus on nutrition, physical activity, and tobacco use interventions. Our department provides guidance and assistance with local level policy change related to general health and wellness strategies.

Dental Services:

Our state of the art clinic provides services for children ages birth-18 years for preventive, restorative, or oral health education to residents who have Medicaid or Health Choice. Our primary goal is to prevent dental decay and other dental diseases to avoid conditions that are more painful and costly to treat.

Clinical Services:

The clinical services available at Caldwell County Health Department include the following:

- Primary care for illness with adults and children
- Family Planning
- Adult and pediatric physicals
- Maternity care
- Immunizations (adult & child)
- Communicable disease, STD testing

Also available is the breast and cervical cancer control program, providing breast exams, pap smears, and mammograms for women 50-64 years.

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Women's Health:

Women's Health offers client centered services to pregnant and postpartum women regardless of their financial situation. Our services include pregnancy testing, routine and sick maternal health visits, and ultrasounds. We also participate in the NC Medicaid Pregnancy Medical Home program and offer newborn and childbirth classes.

Child Health:

Child Health programs include:

- Care Coordination for Children (CC4C)
- Newborn/postpartum assessment
- Immunization coordination
- School Health

WIC/Nutrition:

This program offers nutrition education and food vouchers for pregnant and postpartum women, and children under the age of 5 years old. We also provide the following:

- Breastfeeding education & support
- Infant feeding guidelines
- Special diets for women & children

Environmental Health:

Environmental Health provides inspection services for Caldwell County in the following areas:

- Onsite water protection
- Private drinking water wells
- Food, lodging, and institutions
- Child care centers
- Public swimming pools
- Tattoo parlors
- Child lead prevention
- Migrant housing

Services for programs range from regulatory inspections, permits, compliant investigations, and consultative visits.

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Animal Control:

Animal Control offers a number of services for you and your pets:

- Shelter for lost, stray, or homeless animals
- Animal cruelty investigations
- Dangerous dog investigations
- Rabies investigations
- Adoptions and rabies vaccinations are every 2nd Saturday, 10am-2pm

2017 Community Health Assessment

A copy of the Caldwell County Community Health Assessment is available on the county's webpage at www.caldwellcountync.org

The Caldwell County Health Department and Caldwell UNC Healthcare, along with many other organizations within the community have successfully completed the 2017-2020 Community Health Assessment (CHA). The CHA is a process through which community members gain an understanding of the health concerns and health-care systems in the community by identifying, collecting, analyzing and disseminating information on community assets, strengths, resources and needs. The CHA also shows what is needed in the community. It is used to identify factors that will affect the health and welfare of a population and determine the availability of resources within the community, such as leaders, public health agencies, businesses, hospitals, private practitioners and academic centers. A CHA is mandated for the health department by the state every 3-4 years and for not-for-profit hospitals by the IRS every 3 years.

In December of 2017, the Community Health Assessment Advisory Committee began reviewing data from numerous outside sources in addition to responses from the community health assessment opinion survey in order to determine Caldwell County's top three health priorities for the next three years. A total of 620 surveys were collected from Caldwell County citizens. The survey was available to the public as an online link and as paper copies at the library. The committee also partnered with the Clerk of Court and offered the survey to those who were serving jury duty. To really understand what the community's needs are, qualitative data is needed along with the quantitative data collected in surveys. To collect this qualitative data, the CHA committee conducted focus groups which represented a variety of socioeconomic and demographic groups in Caldwell County. Those groups included adults, seniors, low income/minority individuals and teens. The focus groups were a significant part of the primary data, because they gave the committee a more comprehensive understanding of the community's opinions than the data from the surveys could. After surveys were collected, it was necessary for the committee to choose 3 priorities which will be a focus for the partnership over the next three years. These priorities will give the group a platform to work on in order to increase the health and wellbeing of the citizens of Caldwell County. For priority selection, the advisory committee joined together and ranked, based on the community's opinions, resources available and programs already implemented, the priorities from 1 to 5 based on the magnitude, seriousness of consequences and the overall feasibility. The top three priorities are Preventative Care, Mental Health and Substance Abuse.

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Preventative Care

Preventative care is routine health care that includes screenings, services and counseling to help prevent illness, disease or other health problems. Examples of preventative care include wellness visits, standard immunizations and screenings for blood pressure, cancer, cholesterol, depression, obesity and Type 2 diabetes as well as, pediatric screenings for hearing, vision, developmental disorders, depression and obesity. Organizations involved include: Caldwell County Health Department, UNC Caldwell Health, Caldwell County School System, and West Caldwell Health Council, among other community partners.

Mental Health

Mental health is not just emotional health, it also includes psychological and social wellbeing. Mental health affects how we think, feel and act; as well as how we respond to stressors, interact with others and make choices. During each stage of life, mental wellbeing is important. Issues around mental health continue to be a target area for improvement in Caldwell County. While resources related to mental health are limited, Caldwell County has a need for these types of services. Strategies to target these issues will include building community partnerships that will focus on providing adequate resources to the public with a goal of reducing the stigma surrounding these conditions. Community collaboration will also work towards increasing the support that is in place to provide help to those suffering from mental health conditions. Organizations involved include: Caldwell County Health Department, UNC Caldwell Health, VAYA Health, and RHA Health Services.

Substance Abuse

Substance abuse and misuse continues to be a major health concern and issue in Caldwell County. Substance abuse can include the misuse or abuse of alcohol and illicit drugs. In 2016, according to the Injury and Violence Prevention Branch, there were 17 unintentional opiate poisoning deaths, 2 heroin deaths, 24 medication poisonings and 11 benzodiazepine poisoning deaths in Caldwell County. Community groups will be working on this issue through measures such as providing prevention and awareness education along with promoting Operation Medicine Drop locations and equipping the community (agency employees, pharmacies, healthcare, etc.) with naloxone.

Next Steps

The approved Caldwell County Health Department Strategic Plan will be available on the county webpage (www.caldwellcountync.org) to solicit community input. Paper copies of the Plan will be available at the Health Department. This information will be communicated via the local media. The Caldwell County Health Department Strategic Plan will be reviewed annually by agency staff and the Caldwell County Board of Health in an effort to address the changing needs of the community and its citizens.

